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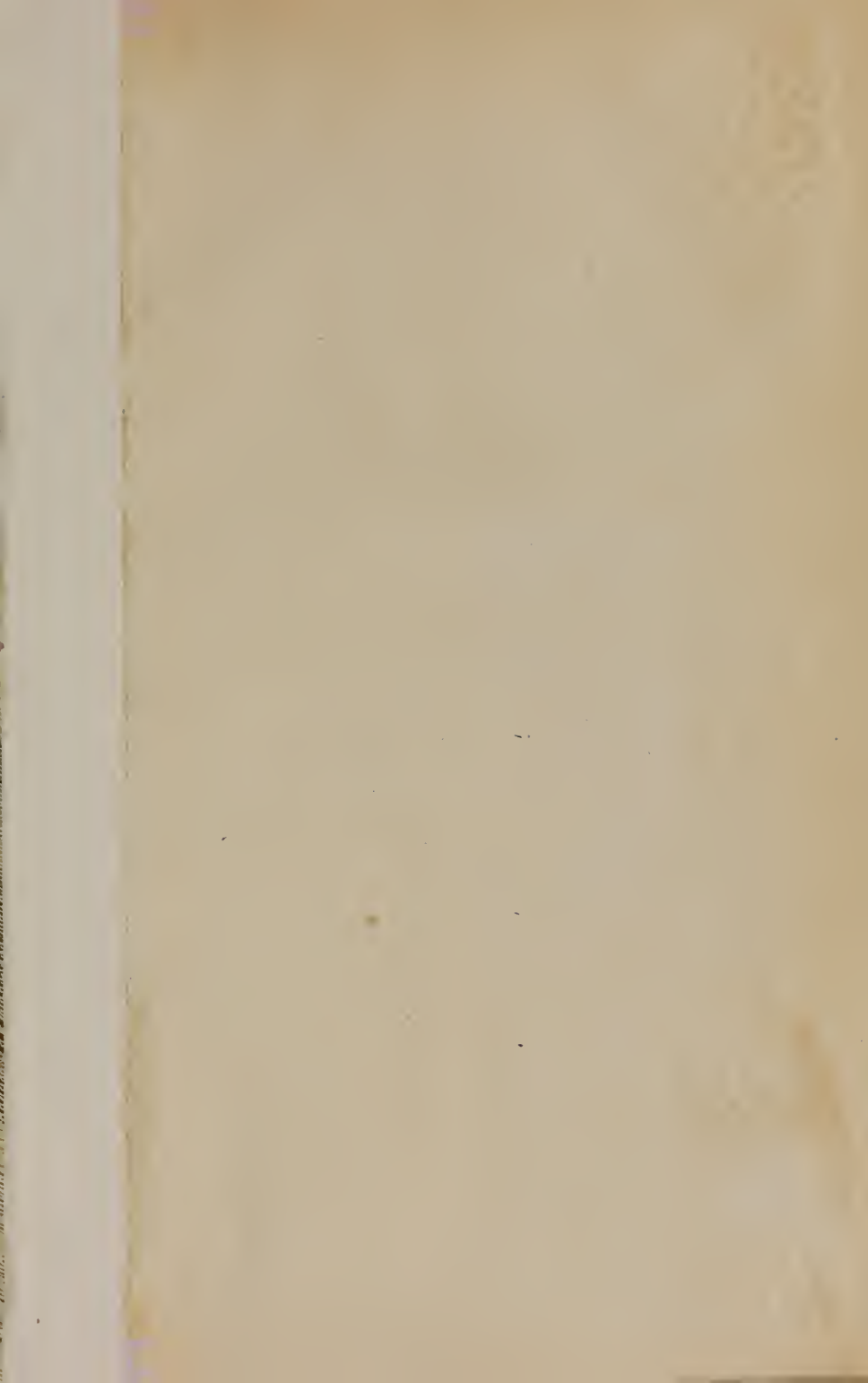
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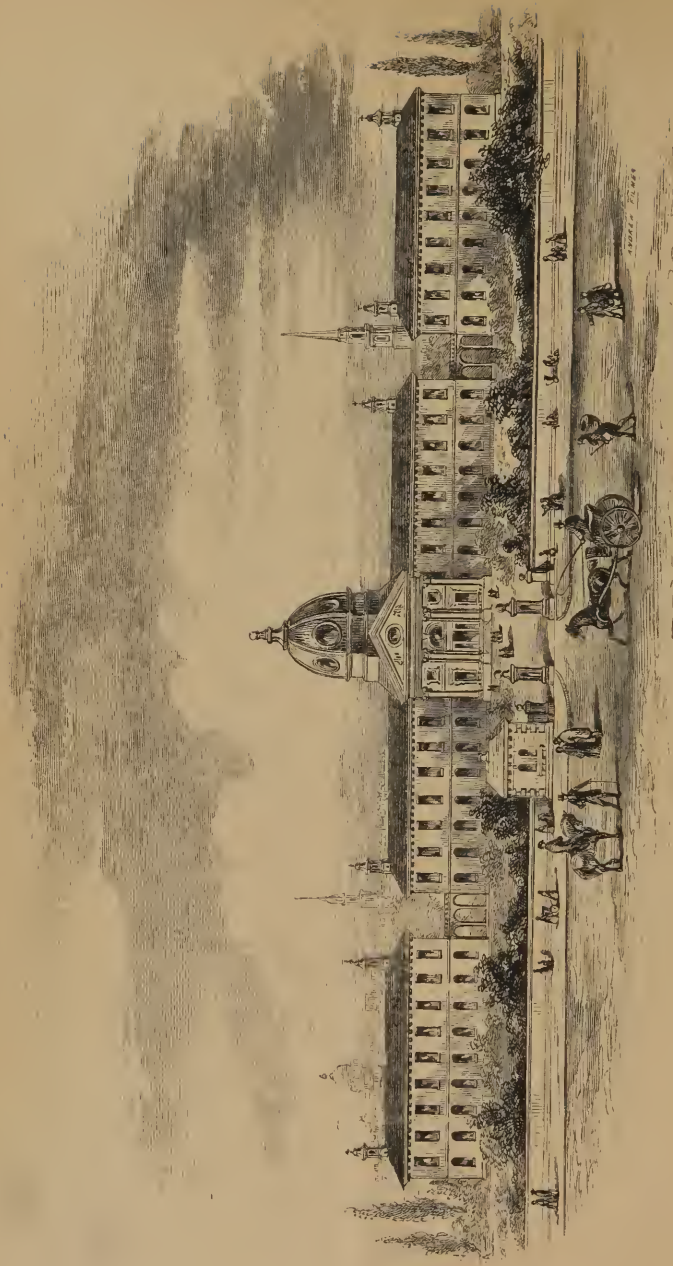








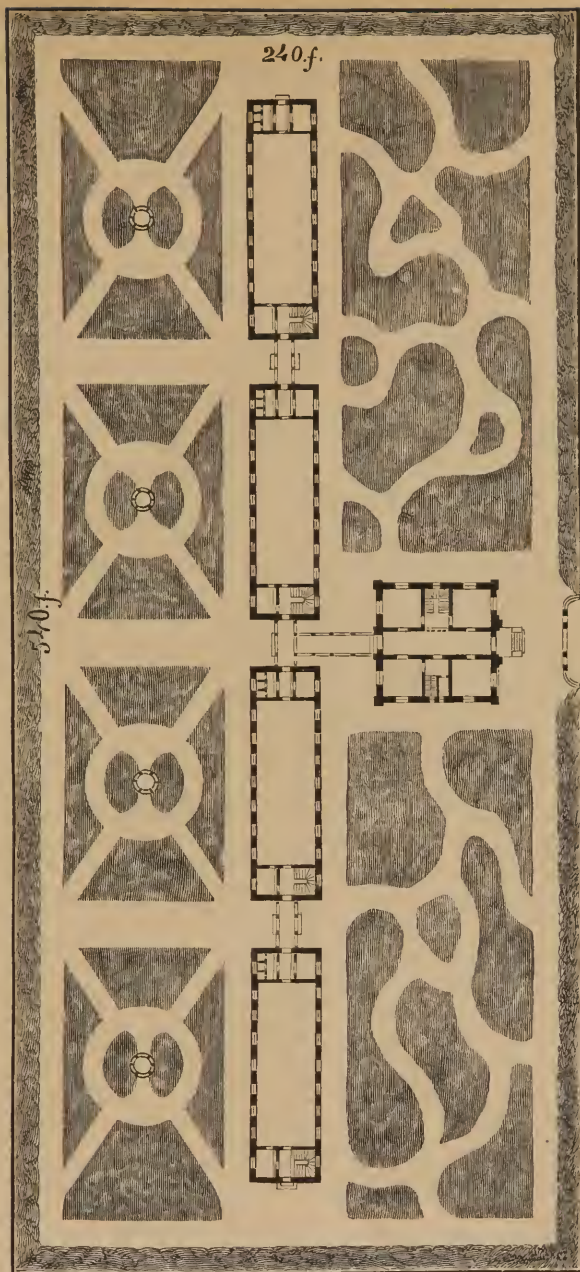






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# OUTLINES OF A PLAN

FOR A

## FREE CITY HOSPITAL.

✓  
BY HENRY G. CLARK, M.D.,

CITY PHYSICIAN, AND ONE OF THE SURGEONS OF THE MASS. GEN. HOSPITAL.



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BOSTON:

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CITY OF BOSTON.

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*In Board of Aldermen, Feb. 6, 1860.*

Referred to the Joint Special Committee (Aldermen Atkins and Hanson, and Messrs. Allison, Fowle, and Barker,) on so much of the Mayor's Address as relates to a City Hospital,—with authority to report in print.

Sent down for concurrence.

OTIS CLAPP, *Chairman.*

*In Common Council, Feb. 9, 1860.*

Concurred.

J. P. BRADLEE, *President.*

CITY PHYSICIAN'S OFFICE,

February 6, 1860.

DEAR SIR,

I have the honor to transmit for the use of the City Council the accompanying "Projet" and plans for a City Hospital, in accordance with my promise.

Respectfully and truly yours,

HENRY G. CLARK.

HON. FRED. W. LINCOLN, JR.

MAYOR.



P L A N

FOR A

FREE CITY HOSPITAL,

WITH SUGGESTIONS AS TO ITS

LOCATION, STRUCTURE, ORGANIZATION, AND SUPPORT.





## P L A N, & C.

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ALTHOUGH it is not now necessary to discuss the general question of the need of more hospital accommodation within the limits of the city proper, because that I consider to have been long ago settled ; yet, in order to impress the salient points of the subject more strongly upon the attention of the City Councils, and for the purpose of interesting those to whom it may be comparatively new, I have extracted a few paragraphs from an article some time since printed, as prefatory to the plan which I now transmit.

If poverty is an evil, or disease a misfortune, then certainly, where they coëxist, the miseries of each are intensified by the presence of the other, and the sum total is multiplied an hundred fold. And as the political economists have not yet succeeded in finding out any means for preventing pauperism,—nor the physicians, in discovering any method of wholly annihilating disease,—it follows that society must still continue to provide for those of its members who are, by either or both of these calamities, incapacitated from taking care of themselves. For the *poor*, we provide shelter, food, and raiment; but for the *sick* we must do all this, and more. For the first, by assistance at home, or in the alms-house, or *hospice* ;

for the last, by nursing and medical attendance in their own domicils, or in a *hospital*.

The subject of further Hospital accommodations is one which, so long ago as 1849, was strongly pressed upon the attention of the City Government, by the gentlemen who had the experience of treating the epidemic cholera of that year, in the temporary Hospital erected for that purpose on Fort Hill. This experience had proved to them and to others the many advantages of such an institution, while, at the same time, it exposed the great deficiency of the sanitary arrangements of the city for such an emergency.

The plan at that time met a favorable reception, and obtained a favorable report of the committee, and a most generous-hearted offer from the Hon. John P. Bigelow, then Mayor; but it was not consummated. The subject was again brought to the attention of the Council in 1858, in an able report by Alderman Wightman, in favor of a new free Hospital, and a recommendation which resulted in the purchase of the Lying-in Hospital building. This, however, was subsequently resold, and the matter remains to this day *in situ*.

For certain classes of the sick, ample provision is now made, viz: for those who can be taken care of at their own houses, — for the insane, — for most surgical accidents and cases requiring operations, and for many others, at the Massachusetts General Hospital, — and for sick persons immediately from sea, at the Quarantine and Marine Hospitals.

The classes for which a new Hospital is most needed are, —

1. For those sick of measles, variola, scarlatina, and CONSUMPTION, and who are *not* paupers.

2. For lying-in cases in the same class, and for those poor persons also who are not able to reach any of the more distant public institutions.

3. For the industrious poor, who support themselves while in health, when attacked by acute diseases, or who are affected with chronic diseases capable of relief by temporary nursing and medical treatment; for all those, in short, who cannot be accommodated at the Massachusetts Hospital, and who when sick find their means diminished while their expenses are increased.

4. For a variety of diseases which come under the notice of the police, such as convulsions, temporary delirium, and various accidents.

5. For the treatment of the sick, during any epidemic, such as cholera, when *immediate* attention and ample accommodations are indispensable, not only for the sick, but for the comfort and security of the whole community.

It is very evident, from this glance at the requirements and uses of a City Hospital, that its location and mode of construction are of all other points to be first considered and determined. Some of the unoccupied lands upon the Neck combine many of the most desirable qualities for a location. Easy of access at all times; well exposed to the air on all sides, so as to ensure the ventilation, — which is a *sine quâ non* to all hospitals, — with wide avenues and squares to secure those who live in the vicinity from supposed dangers, while there would be secured at the same time all the advantages of an open, ornamented park.

The best type of a Hospital, where only its own purposes are considered, is that of LA RIBOISIÈRE, which consists of various small, independent, pavilion Hospitals, implanted in a large park or square, and sufficiently separated from each other by shrubbery, wide spaces, and ornamental walks.

The advantages, not to say the absolute necessity, of some such an arrangement for a Hospital whose objects are as multifarious as that of the institution we are now considering, are too obvious to need discussion. For security from contagion, ease of classification and quietude, this method is superior to all others; while its economy and its unobjectionable and even attractive features, commend it especially to those who would consider them as of primary importance. The City lands on the Neck having become very much occupied with dwelling-houses, and other buildings, so as to preclude the possibility of obtaining there a location of sufficient size, without incurring a more serious expense than would be desirable, the territory on the Back Bay, now in process of being filled by the commissioners appointed for that purpose, offers the only practicable opportunity to secure it. I think it quite immaterial whether the spot selected be a greater or shorter distance from the centre of the city, compared with the importance of securing an ample space. I should not deem a lot of less than two acres sufficient, and should prefer twice that space if it is possible to obtain it.

*This lot should be a Square of itself, and be surrounded on all sides with wide streets.*

The buildings should be located as shown in the plan, and so constructed as to be easily accessible for the purposes of attendance and supervision, but, at the same time, so distinct as to answer all the requirements of independent establishments for the various classes of cases which would seek them, or be sent to them for treatment. The lot should be surrounded with a substantial brick or stone wall, of a moderate height, so as to give to the enclosure a certain degree of seclusion and privacy, but not so high as to obstruct the free circulation of the air. The height may be suitably increased by an open and ornamental iron railing, or by a hedge, which could be trained and trimmed to any desirable proportions.

The grounds may be laid out tastefully with shrubbery, flowers, trees, and fountains, so as to make the whole as attractive to purchasers of lots for private residences in the vicinity, as if it were *only* a pleasure park. The plans for buildings which I propose will greatly promote this most desirable end.

There will be no great single structure, towering above the private houses, and filled for its many stories with the congregated calamities of all the various subjects of its care,—such a building as would remind us of Rainsford or Deer Island, or the State Alms-Houses at Monson and Bridgewater,—but instead there will be presented to the eye a cluster of moderate sized, tasteful, and pleasantly grouped pavilions, such as are to be found in some of the pleasure grounds and parks abroad.



If we consider alone the economical or financial part of this subject, it will be discovered that success in this will depend as much upon the proper determination of the plans, the laying out of the grounds, and the style and location of the buildings, as it always must in sanitary points which it will be necessary to consider more at large presently. I propose that the buildings shall consist of: (see plan and perspective)

1. A porter's lodge.

2. A central building for the various offices necessarily connected with such an establishment, and for a lecture-room and chapel.

3. A kitchen, with wash-rooms, etc., in the basement, but connected with all the buildings by underground passages: or to be detached by placing it in a separate building in the rear.

4. Four pavilions or hospitals, each one hundred feet long by twenty-six broad, sixteen feet high, and of only two stories or flats, and to be assigned, as follows, viz.

One of the two most distant from the centre, for the cases named in classes 1 or 5.

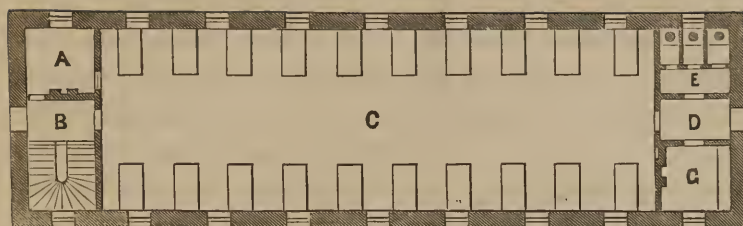
The corresponding pavilion to be devoted to the purposes of a lying-in and children's hospital.

The two pavilions nearest to the centre, for general cases requiring medical and surgical treatment, one for males, the other for females. In all of the pavilions the convalescents to occupy the upper flats.

*Number of Patients.* — The wards (see plan on p. 13) to contain from 20 to 25 beds, i. e., from 160 to 200 in the whole Hospital.



## PLAN OF WARD.



A Nurses' room.

B and D Vestibules.

C Ward with twenty beds.

E Water closets.

G Bath room.

*Windows.* One window at least to every two beds.

*Ventilation* by open fire-places, and by flues arranged for the purpose to accompany the heated smoke flues, and by doors and windows in suitable weather. Fresh air to be supplied by openings behind the fire-places or through a furnace ; and by windows in fine weather.

*Bathing* rooms and water-closets at the end of each ward.

*Furniture.*—The bedsteads to be of iron, with hair mattresses.

The other furniture to be of oak or chestnut, of the plainest and most convenient patterns, and the quantity to be reduced to the smallest amount absolutely required for daily and constant use.

*Organization.*—1. A resident, non-medical superintendent.

2. An apothecary, who shall also have been well instructed in medicine.

3. From two to four non-resident house pupils.

4. A sufficient staff of visiting physicians, obstetricians, &c., and when the Hospital is in full operation,

say from two to four of each class, who shall serve in alternate terms of from four to six months each.

5. *Nurses and Attendants.* — One head nurse with two assistants and one male attendant, for each pavilion containing two wards of from 20 to 25 patients each.

- |                   |   |
|-------------------|---|
| 6. One head cook, | } with assistants according to<br>the number of patients, at<br>the rate of one for every 40<br>patients. |
| 7. “ “ laundress, |   |

The visiting medical men, and the house pupils would serve of course without pay : and I have no doubt the places of the head nurses at least, and perhaps of their assistants also, may be filled by volunteer sisters, who would be of a far superior grade to any procured and paid in the ordinary way.

*Nurses.* — The great success which has attended the practice, now no longer an experiment, first inaugurated at Kaiserswerth, by the philanthropic Mr. Fliedner in his hospital and training-school for nursing sisters, opens a new field for the benevolent-hearted ladies who abound everywhere, and a new hope for hospitals. This was the school at which the renowned Florence Nightingale served the faithful apprenticeship which, with her long experience in the Sanitarium at London, so well fitted her to play the part which has won for her the admiration of the world.

Besides numerous institutions in Europe, to which it is not necessary to refer, there are various hospitals in this country which are admirably served by volunteer sisters of charity, both Catholic and Protestant, to which we may look for models. I need only name those

at Washington and Baltimore, where the Sisters of Charity serve ; St. Joseph's at Philadelphia, served by the sisters of that order ; St. Luke's, at New York, by sisters of the Episcopal Church ; and last, but not least, the unostentatious Channing Home ; and Margaret Ryan ! These are the works, and these the fields, upon which and in which there are many laurel wreaths to be won, by intelligent, true-hearted, and well-trained sisters of charity ; rather than, and better far, than to unsex themselves in futile attempts to carry out the utopian project of becoming doctors and "general practitioners" of medicine.

No one who has ever seen such nurses on actual duty in a hospital can have failed to remark the entire respect which they command, both from physicians and patients, and how superior in every respect they are to the ordinary hired nurses. It is for these reasons, but not for these alone, because those of economy claim great weight, that I hope this suggestion will receive all the attention I know all will admit it to deserve, as one of the great elements of success in the scheme of a new hospital.

*Medical Officers.* — There are medical men, whom I could name were it becoming in me to do so, some in the service of the Dispensary, some lately of the Lying-In Hospital, and others still, not yet attached to any public institution, of talents and ability to fit them to fill most honorably any place in the proposed hospital ; — men, the ardor of whose youth is sufficiently tempered by judgment acquired by experience, or by the great advantages of modern science and foreign

study and observation, who would respond with alacrity to render their best services to such a charity, “without money and without price,” and thus insure for it the highest success both for science and humanity, and for themselves, the deserved reward of good deeds — a good name.

*Foundation and Support.* — After conference with gentlemen who are connected with other institutions which might to their mutual advantage be brought together, I propose for the consideration of the Governments, the following plan.

1. To consolidate the following funds, viz: Those of the City already devoted to this purpose, say \$50,000; to which may be added a bequest of \$15,000, lately come into the Treasury for “free beds in a hospital;” in all, say \$65,000.

The funds of the Boston Dispensary, say \$100,000, now or prospectively in hand.

The funds of the Lying-in Hospital, say \$50,000 more; in the aggregate, say \$215,000.

2. To constitute a Board of Trustees, which shall have representatives in some equitable proportion from each of these corporations, who shall appoint the officers and conduct the affairs of the hospital, subject to the confirmation of their respective bodies.

By this arrangement:

A. The Dispensary should have the right to dispense its relief to out-door patients as at present, and by its own officers; and also to authorize its district physicians to send to the hospital their fair proportion of cases for in-door treatment.

B. The directors of the Lying-in Hospital should have the right to fill and occupy their fair proportion of beds in the Lying-in Pavilion.

C. The City, by its principal Health Officer, or through its Sanitary Department and Police, shall have the right to send patients in the same way for treatment on ordinary occasions: and, in case of any epidemic sickness, there would then always be in readiness a suitable place under an efficient management for such emergencies as are always liable to fall upon a great city.

*Recapitulation.* — In order to condense the idea more clearly, I will repeat its substance. I propose that the City, the Dispensary, and the Lying-in Hospital should join hands, means, and influence, and obtain of the Legislature a sufficient grant of land, or a “reservation,” upon such terms as have been granted to other institutions. That the City should construct the buildings and lay out the grounds. That the Dispensary and the Lying-in Hospital should, as far as their respective incomes will go, pay for its support; and that, as by the contributions of the charitable, which will be sure to flow to it, the means are furnished, the number of patients may be increased until the full capacity of the Hospital is arrived at.

If it is thought best, a single pavilion may be erected at first and the rest added as the judgment of the Board may determine; provided the *plan* of the structures which are to follow is so fixed as to prevent any such material alteration in it, as would be likely to endanger its original unity of design.

The estimated cost of the buildings, to be built substantially of brick, as shown in the accompanying plan and sketch is, \$65,000; say \$10,000 for each of the pavilions, \$20,000 for the central building, and \$5,000 for the enclosure and laying out the grounds.

The amount of land required by the design is 130,000 feet. But if it should be deemed necessary, the buildings may be arranged in a different manner upon a lot of 75,000 feet.

The cost for each patient need not exceed \$100 to \$150 per year; or from \$2.00 to \$3.00 per week.

I have thus submitted for the consideration of the City Council, and for that of many who I know are interested in the subject, a plan which seems to possess the elements of practicability, in the hope that it may lead at length to the adoption of some one, I hope a great deal better, which will relieve some of those who now want a temporary and decent home when stricken down by disease; and the City of Boston of the discredit of not having within its own proper limits *any asylum for multitudes of poor and deserving sick people who require it, or for the accommodation of many others who would seek it eagerly, and* WHO ARE BY NO MEANS PAUPERS.

H. G. C.























